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# OFFICE OF THE DIRECTOR

Action Memorandum No. A-307

Date 24 October 1963

TO : Deputy Director/Support

SUBJECT : Annual Meeting of the University Associates  
and the Agency Recruiters

REFERENCE:

1. I thought that the annual meeting [ ] of the University Associates and the Agency Recruiters, together with the senior Agency officers working on the 100 Universities Program, was a successful event, and certainly an improvement over previous meetings. However, I feel that certain improvements can be made.

2. In future years I believe that the first day of the meeting of the University Associates should be held here in Headquarters and should be devoted exclusively to a reorientation of the changes that have taken place in the Agency during the preceding year. I would envisage that such a day would include a welcoming speech by either the Director or Deputy Director, an hour devoted to major developments in the U. S. intelligence community, an hour devoted to major changes in the Agency, and perhaps the final hour of the morning devoted to a comprehensive analysis of the world situation. The afternoon could be devoted more to some of our major efforts, such as Wheelon on scientific and technical intelligence, Lundahl on photographic intelligence, and perhaps a concluding period on such subjects as counterinsurgency.

3. By this vehicle I think we can do a lot better than we did this year in making the University Associates feel that they are something more than recruiting tools; that they are indeed "associates" of the CIA; and that they have been taken into our confidence in some of our

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important work. I feel further that we need periodically to engage in a little salesmanship with these people in order to keep up their esprit de corps and continue them as enthusiastic supporters.

4. After the first day I believe that the balance can be worked out in close association with the recruiters and the Office of Personnel.
5. Would you please see that this is implemented for next year.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick  
Executive Director

LBK:drm

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